

22 June 1954

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT : Training

1. PROBLEM:

To establish a program and mechanism for identifying training requirements of the Deputy Director (Administration) organization and for planning and carrying out essential training activities.

2. ASSUMPTIONS:

a. Training has the objectives of productivity, effectiveness in the present job, and qualifications for a better job.

b. Learning is a continuous process; direction of this learning must be continuous.

c. New problems, techniques and information are a constant occurrence at every level of the Deputy Director (Administration) organization; training activities must therefore be broad enough to meet the developmental needs of every member of the organization, from the newest file clerk to the Deputy Director (Administration).

d. Learning, left to its own course, is slow, fumbling and uncertain of satisfactory results; to develop the skills, knowledge and attitudes necessary to the individual and CIA, training must reflect recognition of needs and be planned and systematized in response to those needs.

e. Training is not the exclusive prerogative and responsibility of the Office of Training. The individual operating official's dependence on his staff makes the process of training it to do its best work an important part of his job.

3. FACTS BEARING ON THE PROBLEM:

a. Each of the larger DD/A components (Security, Comptroller and Logistics) has a training officer whose duties involve the use of a substantial amount of time for the planning, supervision and control of training activities for the offices concerned. Training officers have been designated also for the smaller DD/A components;

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the duties of these latter comprise, primarily, liaison with the Office of Training involving enrollment of personnel in courses offered by the Office of Training.

b. In the past, the duties of the training officer designated for the immediate office of the Deputy Director (Administration) have been concerned principally with seeing to it that training services were made available to, or utilized by, personnel assigned to offices for which he had training liaison responsibility.

c. Through regular monthly meetings, the DD/A training officers function in an advisory relationship to the Director of Training, on training needs which can be met through the resources of the Office of Training. The establishment of the abbreviated BIC course for "old-time" DD/A personnel resulted from discussion initiated by DD/A training officers in one of these meetings.

d. Within the DD/A organization no systematic procedures exist for qualified representatives of the various components to deliberate together and advise the DD/A on training policy and procedures; such a mechanism has been in operation in the Deputy Director (Plans) area for a long time, and is now being set up by the Deputy Director (Intelligence).

#### 4. DISCUSSION:

a. Notwithstanding the designation of a training officer for each DD/A component, there does not exist a balanced, unified and effective program of training objectives, procedures and facilities which applies to the entire organization.

b. No training program can be effective without a sound way of pinpointing training needs for individuals, groups of individuals and the organizational needs of the Deputy Director (Administration), as well as of CIA. Training needs can be spotted by developing and practicing the following activities:

(1) Study and analyze the operating functions and responsibilities of each unit of organization in the Deputy Director (Administration) area.

(2) Appraise the quality, quantity and effectiveness of each group, with particular reference to recurrent problems or deficiencies.

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e. Logically, supervisory officials who have production responsibility and who observe employee performance in relation to standards of expected performance are in the best position to determine training needs.

d. The processes of studying, analyzing and appraising training needs should be organized along lines which will make full use of the first-hand knowledge which supervisors possess concerning problems which should be resolved through training activities. The establishment of a permanent staff committee on training, reporting to the Deputy Director (Administration), would provide a good framework for group investigation, deliberation and recommendation of these problems. Such a committee should comprise high level staff or line officials representing each DD/A component. A proposed list of members is attached as Tab A. The members of the committee would not necessarily be the same individuals who are now designated training liaison officers. The duties of these latter are essentially administrative, whereas the committee would function in an advisory role for policy determination and coordination. Individual projects could be farmed out by the committee to working level subcommittees.

e. The committee mechanism has the additional advantage of being a training device in a management technique for the individual members. Through its group negotiations, the participants are afforded an excellent opportunity to learn from each other, and, in so doing, to broaden the individual perspectives of each member.

f. Examples of the type of training needs which might be investigated and for which training programs would be worked out include:

(1) Development of skills in planning and writing staff study material, regulatory material and other administrative issuances, including techniques for resolving differences of opinion regarding the content of such materials which may exist among interested groups.

(2) Instilling among old-line supervisors the concept of the consultative approach to supervision, in order to break down supervisory behavior which produces poor or indifferent unit production.

(3) Training supervisors to discharge their obligations for employing career development methods, and for using the facilities which are being developed under the career service

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program, including proper training-type supervision for JOT personnel, employees on rotation assignments and related activities.

(4) Guidance in procedures which need to be installed to insure that there is systematic assignment planning for overseas returnees in the individual office career service to eliminate current confusion in this area.

(5) Establishing a pattern of functions to be performed at the office level and at the job level, in order to make certain that new employees are properly inducted and oriented.

g. In order to best realize the committee's advisory, coordinating and controlling functions, the chairman should be a staff assistant to the Deputy Director (Administration). In addition to this assignment, this staff official should be responsible for:

(1) Regulating training assignments throughout the DD/A organization for JOT personnel, and employees who are serving in DD/A offices by virtue of rotation type assignments, in order to insure that the training objectives are met.

(2) Promoting, on behalf of the Deputy Director (Administration), the participation of DD/A offices in Agency career development programs such as the Career Development Program for Junior Personnel (Notice [REDACTED])

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(3) Developing and monitoring a program which will facilitate the training of employees who have potential skill as administrative generalists, in order that the DD/A organization will be able to discharge its responsibilities for providing skilled employees in this category to fill Agency needs. Such a program may well entail the reservation by the DD/A of a prescribed number of ceiling spaces for the assignment of personnel while in trainee status.

5. CONCLUSIONS:

a. A permanent staff committee on training, reporting to the Deputy Director (Administration), should be established.

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b. The committee should:

(1) Recommend to the Deputy Director (Administration) specific training policies for application to all DD/A offices.

(2) Advise the Deputy Director (Administration) on what training programs are needed, particularly programs affecting personnel of more than one DD/A office.

(3) Review and coordinate training activities already under way, to keep them closely and practically geared to operations.

(4) Assist individual DD/A training officers in planning and carrying out training tasks.

c. The chairman of the committee should be one of the senior staff officers of the Office of the Deputy Director (Administration).

d. To realize improved coordination of staff development programs, the committee chairman should be made functionally responsible for:

(1) Exercising staff supervision over JOT personnel detailed to the DD/A organization.

(2) Coordinating the various tasks which need to be performed to ensure that the DD/A organization undertakes a proportional share of participation in the CIA program for career development of junior personnel.

(3) Overseeing, with such assistance as the training committee may furnish, a program for training selected DD/A personnel who show potential for service as general administrative officers.

6. RECOMMENDATIONS:

a. Approval of the accompanying proposed memorandum (Tab B) addressed to heads of DD/A offices, in order to implement conclusions a., b. and c.

b. Assignment of additional duties to the DD/A staff officer responsible for personnel management functions consistent with conclusion d.

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Attachments 2

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